MULTIMEDIA UNIVERSITY

STUDENT IDENTIFICATION NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 3, 2018/2019

DBS5014 – BUSINESS MANAGEMENT

(All sections / Groups)

28 MAY 2019
2.30 PM – 4.30 PM
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of 10 pages with 2 sections.
2. Answer **ALL** questions.
3. For section A, shade your answers in the OMR sheet provided.
4. For section B, write your answers in the answer booklet provided.

SECTION A [50 Marks]

1. The first three activities of the human resource management process involve _____.

   a. providing employees with up-to-date knowledge and skills
   b. identifying and selecting competent employees
   c. providing employees with flexible job assignments
   d. retaining competent and high-performing employees

2. A written statement that explains the job content, environment, and conditions of employment is called a _____.

   a. job manual
   b. job preview
   c. job specification
   d. job description

3. If human resource planning shows a surplus of employees, management can reduce the organisation's workforce through _____.

   a. increased workweeks
   b. decruitment
   c. recruitment
   d. reduced job sharing

4. If Sandra asks some employees to share jobs or perform their jobs on a part-time basis, she would be _____.

   a. encouraging layoffs
   b. firing employees
   c. reducing the workweeks
   d. encouraging early retirements

5. Which of the following is a technology-based training method?

   a. Classroom lectures.
   b. On the job.
   c. Videoconferencing.
   d. Workbooks.

6. The technology changes in the manufacturing process of Konica Inc.'s products to make the process more efficient is the result of a competitor lowering its price. Therefore, it was a(n) _____.

   a. external force of change
   b. internal force of change
   c. down force of change
   d. up force of change

Continued...

7. Apple Inc., focuses on new ideas, uses technology that changes frequently, and has strong competition in the market. This situation describes what metaphor of change?

   a. A shallow water metaphor.
   b. A blue water rapid metaphor.
   c. A rapid metaphor.
   d. A white-water rapids metaphor.

8. Organisational change is any alteration of _____.

   a. people, structure, or technology
   b. rules, procedures, or management
   c. structure, management, or goals
   d. technology, goals, or management

9. If Kathrina were to consider enhancing productivity by giving greater authority to her subordinates and increasing formalization, she would be considering _____ changes.

   a. structural
   b. people
   c. technological
   d. strategy

10. The installation of the new equipment at Dunkin' Donuts, Inc., is an example of _____.

    a. people change
    b. management change
    c. technological change
    d. structural change

11. An individual is likely to resist change because of the feeling _____.

    a. of personal gain
    b. of uncertainty
    c. of achievement
    d. organisation's participation

12. Dunkin' Donuts is installing new equipment in its bakery. Many employees are fearful they will not be able to operate it. Which one of the following courses of actions is best for Dunkin' Donuts to use to overcome this employee resistance?

    a. Threaten the employees who resist the change.
    b. Present distorted facts to the employees.
    c. Terminate employees who resist the change.
    d. Educate employees and communicate with them.

Continued...

13. Stress symptoms are grouped under the categories of _____.

a. physical, political, and social
b. physical, psychological, and behavioural
c. physical, economic, and legal
d. physical, psychological, and cultural

14. Managers offer _____ to employees who want to talk to someone about their problems.

a. performance appraisal
b. wellness programs
c. employee counseling
d. time management programs

15. According to Maslow's hierarchy of needs theory, when an employer provides his employees health insurance, he is taking care of their _____ needs.

a. safety
b. social
c. self-actualisation
d. esteem

16. In the context of Maslow's hierarchy of needs theory, when a company names an "Employee of the Month" the company is addressing employees' _____ needs.

a. psychological
b. safety
c. esteem
d. self-actualisation

17. According to Herzberg's two-factor theory, which one of the following is a hygiene factor?

a. Recognition.
b. Career advancement.
c. Working conditions.
d. Responsibility.

18. Jacklyn is usually the person who takes charge of the situation and gets people moving toward the group's objective. Jacklyn probably has a high need for _____.

a. control
b. power
c. achievement
d. admiration

19. _____ theory says that behaviour is a function of its consequences.

a. Reinforcement
b. Expectancy
c. Equity
d. Two-factor

Continued...

20. When Sammy discovered Richard had a larger salary slip for the same amount of effort, his concern centered on _____ justice.

a. distributive
b. retributive
c. restorative
d. procedural

21. _____ is a motivational approach in which an organisation's financial statements are shared with all employees.

a. I-Change model
b. Pay-for-performance
c. Open-book management
d. Self-determination approach

22. Persons who are able to influence others and who possess managerial authority are termed _____.

a. entrepreneurs
b. leaders
c. visionaries
d. supervisors

23. Which one of the following describes the leadership style in which a leader tends to centralize authority, dictate work methods, make unilateral decisions, and limit employee participation?

a. Democratic style.
b. Autocratic style.
c. Laissez-faire style.
d. Ethical style.

24. In working with his employees, Vincent involves them in decision making and encourages them to participate in deciding their work methods and goals. Vincent's leadership style can best be described as _____.

a. laissez-faire style
b. directive
c. democratic
d. autocratic

25. Which one of the following describes the leadership style in which the leader generally gives the group complete freedom to make decisions and complete the work in whatever way it sees fit?

a. Autocratic.
b. Supportive.
c. Democratic style.
d. Laissez-faire style.

Continued...

26. When employee satisfaction is measured, employees seemed to be more satisfied under a(n) _____ leadership style than under a(n) _____ one.

a. democratic; directive
b. supportive; laissez-faire
c. laissez-faire; participative
d. democratic; autocratic

27. The University of Michigan studies define a(n) _____ leader as one who takes a personal interest in the needs of his/her subordinates.

a. relationship management
b. employee oriented
c. production oriented
d. contingency

28. Shalome has a reputation of being fair, helpful, and understanding. She even helped her subordinate overcome a personal crisis. Which one of the following dimensions of leadership is Shalome displaying here?

a. Consideration.
b. Initiating structure.
c. Task orientation.
d. Production-oriented.

29. The degree to which the job assignments are formalized and proceduralised is the _____ contingency dimension identified by Fiedler.

a. employee orientation
b. production orientation
c. task structure
d. organisational structure

30. The "telling" style of Hersey and Blanchard is refer to the _____ style of the University of Iowa studies.

a. participative
b. democratic
c. autocratic
d. laissez-faire

31. According to the path-goal theory, a leader who lets subordinates know what's expected of them, schedules work to be done, and gives specific guidance as to how to accomplish tasks is termed _____.

a. directive
b. authentic
c. participative
d. supportive

Continued...

32. Daus has been on the job only for a few days. He still has a lot to learn but pays close attention to his mentor's guidance. The best style for his mentor to use is _____.

a. telling
b. selling
c. participating
d. delegating

33. Vivian has decided that the appropriate leadership style would be to show friendliness and concern for the needs of her subordinates. According to the path-goal model, she wishes to be a(n) _____ leader.

a. coercive
b. achievement
c. supportive
d. relationship

34. Maria receives more attention and information from her supervisor than some of her coworkers. Because she feels "special," she puts more effort into her performance and scores higher on her evaluations. Refer to LMX theory, Maria is a _____.

a. member of the out-group
b. member of the in-group
c. protégé of her supervisor
d. task-oriented employee

35. _____ leaders guide or motivate followers to work toward established goals by exchanging rewards for their productivity.

a. Ethical
b. Transformational
c. Transactional
d. Charismatic

36. Lily's colleagues and subordinates have a very high regard for her. They know that no one can get high-quality work done the way Lily can. She inspires her team to excel in their work, even exceeding their own expectations. What her subordinates like best about Lily is that they are free to discuss her decisions with her, even question her once in while if they are not sure about her strategy. Which one of the following best describes Lily's leadership style?

a. Transactional.
b. Charismatic.
c. Authentic.
d. Transformational.

Continued...

37. Faizal is the manager at a department store. He has 20 employees working for him who are mostly unhappy and discontented with the way he threatens them for even minor errors. Which one of the following statements is likely to be **TRUE** about Faizal?

a. Faizal is a transactional leader.
b. Faizal is using coercive power to get the job done.
c. Faizal is a telling leader.
d. Faizal is using referent power to get the job done.

38. The most dominant component of credibility is _____.

a. friendly
b. avoiding
c. authority
d. honesty

39. Good communication occurs only when the recipient _____.

a. makes eye contact with the speaker
b. agrees with the sender's message
c. understands the speaker's meaning
d. acknowledges the message

40. Mustarul prepares a memo explaining the objectives of a newly created work team that he is expected to manage, and makes sure it reaches each team member. He is involved in _____.

a. encode the message
b. organisational communication
c. personal communication
d. decoding the message

41. In which one of the following cases is communication used to control employee behaviour?

a. Sally tells Tai that she's happy with the progress he's making.
b. Graice lets Candy know that the company's annual dinner has been postponed.
c. Subha informs Mila that she must follow the dress code at work.
d. Chan gives Jason tips on how to improve his performance.

Continued...

42. Bella has had a bad day. She is expressing to her supervisor about her problems. Bella is using communication to _____.

a. motivate her supervisor
b. control behaviour
c. express her emotions
d. motivates herself

43. _____ refers to gestures, facial expressions, and other body movements that convey meaning.

a. verbal intonation
b. encoding
c. decoding
d. body language

44. Which one of the following methods of communication should be used when the sender requires a tangible record?

a. E-mail.
b. Face-to-face.
c. Body language.
d. Voice call.

45. A(n) _____ occurs when the amount of data provided exceeds the recipient's processing capacity.

a. perceptual barrier
b. information overload
c. selective perception
d. physical barrier

46. The university wrote a letter to the employees announcing the opening of a new research and development laboratory. This is an example of which type of organisational communication?

a. Informal.
b. Formal.
c. Lateral.
d. Horizontal.

47. The _____ communication system within an organisation permits employees to satisfy their needs for social interaction with their peers.

a. informal
b. formal
c. social
d. organisationnal

48. Ramsey is the manager of the Finance department. He has to inform the employees in the department about the introduction of a new analytical software and the resultant changes in procedures. Which one of the following types of communication does he use?

a. Diagonal.
b. Downward.
c. Lateral.
d. Upward.

Continued...

49. Many production employees began to talk among themselves whether to transfer to a new production facility in a neighboring town. What type of communication is this?

a. Diagonal.
b. Downward.
c. Lateral.
d. Upward.

50. In the _____ communication network, communication flows according to the formal organisational hierarchy, both downward and upward.

a. chain
b. wheel
c. linked
d. horizontal

SECTION B: STRUCTURED QUESTIONS [50 Marks]

QUESTION 1

(a) Define recruitment. (2 Marks)

(b) List any **THREE (3)** recruiting sources in organisations. Provide an advantage and a disadvantage for each source. (9 Marks)

(c) State any **FOUR (4)** factors that influence employee compensation and benefits. (4 Marks)

(Total: 15 Marks)

QUESTION 2

(a) Define innovation. (2 Marks)

(b) State any **FOUR (4)** characteristics of an innovative organisation. (4 Marks)

(Total: 6 Marks)

Continued...

QUESTION 3

(a) Differentiate between McGregor's Theory X and Theory Y in motivation. (4 Marks)

(b) List and briefly describe any **THREE (3)** flexibility of work arrangements. (6 Marks)

(Total: 10 Marks)

QUESTION 4

(a) Identify any **FOUR (4)** traits associated with leadership. (4 Marks)

(b) Choose and describe any **THREE (3)** sources of leader power. (6 Marks)

(Total: 10 Marks)

QUESTION 5

Communication focuses on how information is conveyed within an organisation and the skills required of business managers to be effective.

Statement 1

Refer to Statement 1, illustrate the elements of the communication process. (9 Marks)

(Total: 9 Marks)

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